INTRODUCTION

In addition to acting as a policy guide for the Town of Pagosa Springs, this Comprehensive Plan will be most meaningful and useful to the Town if the goals and actions contained herein are acted upon. This chapter provides both tools and a roadmap for how the goals and actions may be carried out. As there is never only one way to reach a solution, there are also many ways to further the goals of this plan. There are government measures that can be undertaken such as zoning changes, additions to the Capital Improvement Plan (CIP), or regulatory measures. There are also staff activities that move implementation forward such as applying for grants, holding regular public meetings for input, maintaining relationships with important partners and advocating for the goals and actions of the plan within the Town government and the Pagosa Springs community. Both staff and government actions require continuous support from the community—the planning commission and other volunteer committees, homeowners, renters, business owners, seniors, families and anyone with a “stake” in the Town of Pagosa Springs. Fostering continued engagement and energy for the ideas contained in this plan is the most important piece of implementing the plan.
Chapter 7. Implementation

Paths to Implementation

The Plan as a Policy Tool

One way the Comprehensive Plan is used is to guide private and public development. The Town may use this plan to assess the appropriateness of proposed development cases including zoning actions, design review, or special permits. All the themes of the Comprehensive Plan are used to assess development applications, including the goals, actions and applicable maps. The plan may also be used to assess the appropriateness of private development actions, proposed CIP items, and the siting of public facilities such as new schools. The listed actions (below) establish how the Comprehensive Plan should be used and its sphere of influence. These actions empower the plan to direct future development.

Relevant goals and actions:

- Require rezoning, Planned Unit Developments, conditional uses and other discretionary reviews to be in general conformance with the Comprehensive Plan.
- Provide housing for the current and future local workforce by implementing the goals of the Comprehensive Plan.
- Prioritize improvements to facilities in the community consistent with the recommendations in the Comprehensive Plan.
- Maintain a five-year CIP that empowers the goals and actions of the Comprehensive Plan. Coordinate a mix of revenue sources (grants, taxes, private investment) to carry out the goals of the Comprehensive Plan.
- Regularly re-evaluate and adjust Town regulations, fee structure, incentives and processes to facilitate the implementation of this Comprehensive Plan.
- Provide incentives to realize the overall vision, vision statement, goals and actions of this Comprehensive Plan.

Zoning and Land Use

The planning process conducted from 2016–2018 to create this plan included a hard look at the existing zoning and land use regulations. This plan makes several recommendations that further the goals of all themes of the plan. The staff and community members involved in this plan made a point to have the goals, actions and Future Zoning Map (see Appendix) changes be consistent with the agreed upon vision for Pagosa Springs. Enacting zoning and land use changes can be a physical manifestation of the ideas of this plan. The list of actions below and the Areas of Change summary (see Appendix), should act as a starting point for both Planning staff and the Planning Commission as they create agendas and priority lists for each year.

Relevant goals and actions:

- Strengthen regulatory approaches in the LUDC such as requiring certain setbacks from the edge of water bodies for buildings and Best Management Practices to protect water quality.
- Consider adopting local wetland regulations into the LUDC to ensure wetland areas are protected, or if disturbance is unavoidable, the impacts are minimized and mitigated.
- Incorporate wildlife protection provisions into the LUDC such as ensuring the provision of wildlife movement corridors through property greater than five acres in size with the maintenance of green spaces, absence of prohibitive fencing, etc.
- Consider amending the LUDC to develop standards to protect the scenic qualities of ridge lines while also allowing for the reasonable use of property or rezoning to realize the goals of this plan.
- Amend the LUDC to specify that exterior lighting be low-level and shielded or otherwise protected to prevent light trespass onto adjacent properties and minimize light pollution.
• Amend the LUDC to develop tree standards to protect “significant” mature, healthy trees to the extent practical.
• Amend the LUDC to allow for community-scale solar energy farms within the Town as a conditional use permit.
• Consider amending the LUDC to strengthen the preservation and protection of historic structures in the Town.
• Revisit the LUDC Historic Preservation requirements to ensure that contributing and supporting structures will be protected and preserved, allowing demolitions for structures only after making substantial findings to warrant demolition.
• Revise the LUDC to reference the adopted Access Control Plan (ACP) and the associated required land dedications and infrastructure improvements for developments within the ACP corridor.
• Explore a range of best practices for incentives to provide affordable housing, such as parking reductions, water and sewer tap fee waivers, application and building permit fee waivers, streamlining and simplifying the development review process and flexible design standards.
• Evaluate other communities’ deviation from the minimum dwelling unit size of 400 square feet and consider amending the LUDC if appropriate.
• Amend the LUDC to only allow the maximum density as envisioned under the Future Zoning Map if 10% or more of the density is restricted to affordable or attainable housing by a housing deed restriction. Or, consider allowing a density increase if a certain percentage of the units are deed restricted for affordable or attainable housing.
• Amend the LUDC to include a definition of housing choice that includes both housing for those who earn less than 60% of the Average Median Income (AMI) and housing for those who earn between 60–120% AMI.
• Allow multi-family uses as a conditional use permit in the Commercial and R-12 zone district.
• Allow for mobile home parks as a conditional use in the R-22 zone district.
• Extend the MU-TC zoning and an Overlay district in the River Center Area to the east as an incentive for redevelopment.
• Amend the LUDC to provide guidelines or standards for infill in existing neighborhoods.
• Amend the LUDC to include guidelines or standards following Pagosa’s traditional-style neighborhoods.
• Explore appropriateness of amending the LUDC to permit residential uses in the Public/Quasi Public Zone District that would encourage more opportunities for housing on government-owned land.
• Conduct a “Sustainable Land Use Code Audit” (Smart Growth America) to ensure code is consistent with best practices for energy conservation and community health.
• Require rezoning, Planned Unit Developments, conditional uses and other discretionary reviews to be in general conformance with the 2007 Downtown Master Plan when located within this Urban Service Area.
• Amend the LUDC and residential zoning districts to be consistent with the Future Zoning Map.
• Amend the LUDC to require new developments, especially PUDs, contain a variety of housing types, styles, lot sizes, unit sizes and amenities such as play areas, parks, trails, or open space.
• Amend the LUDC to implement adopted County Hazard Mitigation Plan as needed.
• Revisit the LUDC to make it easier to provide childcare and early learning in residential areas and streamline review processes and minimize regulations where possible.
• Amend the LUDC to require property owner maintenance of private infrastructure including, but not limited to, riverways, parking lots, landscaping, and drainage systems and consider adopting the ICC Property Maintenance Code.
• Amend the LUDC by working with PAWSD, PSSGID and other utility providers to ensure adequate provisions for facilities and infrastructure.

Capital Improvement Planning

The Town’s Capital Improvement Plan (CIP) is an important mechanism to implement public projects and infrastructure improvements. Public dollars will always be limited, so the Town should balance its priorities with available revenues and other public funding sources. When updating its annual CIP, the Planning staff should look at goals and actions from this plan that could be implemented via the CIP. It is also a chance to talk to other Town departments about budget priorities.

Relevant goals and actions:

• Provide assistance for the maintenance, renovation and rehabilitation of historic properties.
• Consider the creation of an arts market area or repurpose an existing public or private space for vendors to display and sell their art
• Provide public art in municipal public works projects (i.e., buildings, furnishing, and landscapes)
• Maximize pedestrian safety through additional pedestrian crossings, flashing signals, pedestrian flags, and non-traditional signs as speed and crossing warnings.
• Establish signage and wayfinding components for bicyclists and pedestrians.
• Connect collector streets for better mobility.
• Invest in signage to warn of wildlife crossings.
• Consider providing electric vehicle charging areas in all Town-owned and managed parking lots.
• Implement the recommendations of the 2008 Town of Pagosa Springs Streetscape, Furnishings and Wayfinding Sign Plan to improve streetscape amenities, showcase community brand and theme, and provide wayfinding for tourists and residents.
Create a downtown gateway in the historic waterworks/Cotton’s Hole/First Street Highway 160 bridge area.

Improve downtown infrastructure with expanded parking, lighting, wayfinding, signage, sidewalks, benches and trash and recycling receptacles.

Continue to improve and expand trails, parks and recreation infrastructure.

Maintain roads to improve community appearance and to ensure safe access.

Provide a balanced mix of parking infrastructure in the downtown area that supports active modes of transportation and prepares for changes to car automation, vehicular use and technology.

Amend the Town fee structure to provide for tap fee, impact fee, permit fee and application fee waivers for early childhood education facilities.

Consider regulations for fireplace and woodstove burning in the downtown area such as the model ordinances available through the EPA Burn Wise program.

Consider fee waivers and fast track issuance of building permits for solar panels.

Create housing guidelines and housing deed restrictions.

Acquire potential sites for housing as opportunities arise.

Work with developers and property owners to locate a vehicular bridge across the San Juan River in downtown.

Regulatory Changes

This plan contains a number of recommendations not directly related to the land use development code or zoning ordinances but that require regulatory changes from the Town government. Enacting these recommendations would require political action from the Town Council and support in the yearly budget. These are grouped below, and it is suggested Town Council reviews this list at least once a year to keep the goals of the Comprehensive Plan aligned with the Town Council agenda and priorities.

Relevant goals and actions:

- Use parking fees to pay for improvements to the downtown such as parking, sidewalk and streetscape improvements.
- Change how development fees work.
- Purchase of buildings for reuse to meet stated goals.
- Consider including a housing impact fee to accommodate future workforce housing needs.
- Provide land at no to low cost through long-term leases to qualified early childhood education providers.

Partnerships and Community Involvement

This Plan is intended for more than just the Planning Department staff within the Town government. It is a community plan, to be used by citizens, interest groups, not-for-profits, and business owners. Many of the recommendations in this plan are about partnerships. In order to get things accomplished, community involvement must be present to champion and support various projects and initiatives. Actions that involve partnerships or community involvement are listed below to remind both community members and the planning staff how they can work together to move the plan forward.

Relevant goals and actions:

- Collaborate with Pagosa Springs Area Tourism Board for implementation of the Town of Pagosa Springs Streetscape, Furnishing and Wayfinding Sign Plan.
- Work with other community institutions, especially the Pagosa Springs Area Tourism Board, to support a comprehensive branding and marketing plan for the community and
provide adequate funding for marketing efforts that support the plan.

- Partner with PAWSD to inform the public about water conservation measures.
- Work with Colorado Parks and Wildlife in the development review process.
- Work with federal, state, county and local officials to consider development of a conservation plan for the Pagosa Springs Skyrocket.
- Create a Climate Action Committee tasked with staying abreast of regional temperature and precipitation trends, current science and policy and its collective impact on the human environment of Pagosa Springs.
- Look for opportunities to partner with the state, county, and relevant agencies to reduce the greenhouse gas emissions from the Pagosa Springs community.
- Support and promote local geothermal initiatives and businesses.
- Work with community stakeholders for the data collection of the geothermal aquifer and private and public wells.
- Advocate for boards and other groups to expand education and provide outreach regarding the Town’s history and regional rural heritage.
- Continue to work with the Pagosa Springs Area Tourism Board, Community Development Corporation and neighboring Tribal Nations to celebrate and share the area’s history, culture and community heritage.
- Support non-profits that provide educational opportunities to learn about the heritage and history of Pagosa Springs.
- Consider including board and commission members on other related boards, for example inviting a Historic Preservation Board member on the Planning Commission and vice versa.
- Support efforts of community organizations such as the San Juan Historical Society, to develop a cultural or history museum or other appropriate public venue to showcase and celebrate community history, heritage and culture.
- Collaborate with organizations that have similar interests and goals to identify common objectives, share resources and coordinate community’s efforts regarding the preservation of history and culture.
- Establish an Arts Advisory Board to foster the arts in the community and develop the Community Arts Plan in collaboration with the Pagosa Springs Arts Council.
- Ensure all segments of the community are consulted in the development of the Community Arts Plan.
- Explore obtaining a Colorado Creative Art District Certification.
- Work with businesses and organizations to promote the arts, culture and heritage of the community.
- Work with businesses and organizations to continue to support festivals, fairs and events.
- Develop a public art program to work with local artists to showcase their art.
- Create public-private partnerships and leverage town, federal and state government, and quasi-government resources to create incentives for private sector investment in housing.
- Work with CDOT on design and access for crosswalks in downtown.
- Create a community map of bike and pedestrian routes through collaboration with DUST2, Safe Routes to Schools Coalition, Retro Metro Kids, residents, Pagosa Lakes Property Owners Association (PLPOA), and other organizations and stakeholders.
- Encourage businesses to provide employee incentives and appropriate facilities to promote the use of transit as a commuting option.
• Utilize public-private partnerships to promote infill or redevelopment in opportunity areas.
• Establish public beautification programs.
• Work with neighborhoods to identify and prioritize infrastructure deficiencies.
• Work with the Chamber of Commerce, Community Development Corporation and Archuleta County to create a comprehensive economic development strategy.
• Support the Archuleta County School district in achieving its high-performance education objectives for students as key economic engines for communities.
• Support the Upper San Juan Health Service District as the primary employee generating industry.
• Support and encourage economic development through specific government actions, such as the creation of an Urban Renewal Authority and a Downtown Development Authority.
• Support and encourage the creation of a strategic plan for the Chamber of Commerce and Community Development Corporation to work in concert to increase business retention and growth as well as attract compatible industries and businesses to Pagosa Springs.
• Explore public-private partnerships for downtown development.
• Collaborate with the Archuleta School District (ASD) to implement early childhood education programs.
• Work with the school district and other entities to expand and improve opportunities for adventure-based learning.
• Coordinate with CDOT and the County to implement the Access Control Plan.
• Collaborate with non-profit and advocacy groups to understand the priorities and needs of all income levels.

• Meet with business owners, the Chamber of Commerce and the Community Development Corporation on a regular basis.

The following list contains actions where the Town is directed to collaborate with the County. Partnership and collaboration with the County is a major theme of this plan. The development of the Town and County are closely interrelated so working together is necessary for a successful outcome.

Collaborate with Archuleta County on the following goals:

• Consider creating a joint open space fund to identify and protect key parcels.
• Develop consistent standards that promote clustering and conservation of land at town’s edge.
• Establish a Housing Oversight Organization.
• Create a permanent housing fund with annual revenues dedicated to affordable and attainable housing.
• Re-evaluate the existing mobile home park zoning.
• Create a new “Pagosa Area Plan,” “Joint Planning Area,” and an “Urban Service Area.” Develop a formal IGA to implement the Plans.
• Review, amend, and create codes; improve code enforcement; or provide incentives to clean up blighted sites.
• Work with FEMA to update floodplain maps.
• Creation and adoption of a Natural Hazards Plan.
• Improve and expand public transit.
• Update a joint impact fee study.
CATALYTIC PROJECTS

Introduction

One way to successfully implement this Comprehensive Plan is through projects that exemplify the goals and actions contained herein. This plan calls these “Catalytic Projects” as any one of these would act as catalysts for the goals and actions of the Comprehensive Plan. Implementing these Catalytic Projects will require more than one strategy and many process steps by both the public and private sectors. The necessary strategies and processes are outlined in project implementation matrices later in this chapter.

These projects include:

- Project #1: a redevelopment at the corner of Lewis and Main Street
- Project #2: a walkable mixed-use development on the Springs Partners site in downtown
- Project #3: A sub area plan for uptown
- Project #4: The attraction/creation of other local specialty businesses that employs between 25 and 50 people
- Project #5: An affordable or attainable housing development that will increase housing opportunities
- Project #6: The completion of the Town to Pagosa Lakes Commuter Trail
- Project #7: The establishment of a Recreation Center and/or Recreation District

For each project there are one or more project components. For each component, the implementation matrix includes a description of that component, the key players that need to be involved to move the project forward, and a general estimate of cost and the time it may take to complete such a project. Additionally, four key types of implementation pathways have been suggested. These range from ways to support the funding of projects, help ensure the planning and design outcomes support the goals of the Comprehensive Plan, integrate key infrastructure into the project, and involve the Town of Pagosa Springs to take leadership if appropriate. The following list offers a description and suggestions of each type of implementation pathway and may be referred back to while reading the matrices.

Funding Pathways

Tax Increment Financing District (TIF District)

Establishing a Tax Increment Financing District (TIF District) is one way to fund downtown infrastructure improvements. This could take the form of an Urban Renewal Authority (URA) or Downtown Development Authority (DDA). TIF Districts are a method of paying for new public improvements with tax revenues from within the district. In a TIF District, the increases in tax revenue from new investments or property values are funneled to pay for public improvements within that District. In many TIF districts are formed in anticipation of new private investment. By forming the district before that private investment occurs, the community can be assured of capturing the money associated with increased increments in value to fund infrastructure investments. Communities across Colorado are using TIF Districts to revitalize their downtowns.
**Bond Initiative/Mill Levy**

Bonds and mill levies are used by municipalities to finance large projects. Bonds are usually paid for by the municipalities involved, and backed by private investors buying pieces of the bond. Mill levies are small additions to property taxes for property owners within the agreed upon district. For example, a Recreation District boundary could be drawn, and all property owners within that district would pay an additional mill levy to pay for facilities and services associated with the district.

**Capital Improvement Planning (CIP)**

Incorporating a project component into the CIP or modifying existing CIP projects or Town objectives related to the CIP is one way to implement a project. Taking advantage of existing infrastructure investments (sidewalks, roads, deep utilities) and adjusting the projects to align with the objectives of the Comprehensive Plan can help move various projects and/or initiatives forward with marginally increased costs. Additionally, the Town could involve itself directly in the development of projects through the disposition of Town land in support of a project or initiative. This direct investment of land could establish the Town’s role in any public-private initiative.

**Grants**

The Town will likely need to supplement its spending with grants to get many project components completed. Applying and administering grants takes time and staff capacity, but they can pay off in the long run by providing large sums of money to help get projects off the ground. Some grants that may be applicable to various Catalytic Projects:

- **Enterprise Zone Tax Credits:**
  [https://choosecolorado.com/doing-business/incentives-financing/ez/](https://choosecolorado.com/doing-business/incentives-financing/ez/)

- **Federal Surface Transportation Block Grant Program:**
  [https://www.fhwa.dot.gov/specialfunding/stp/](https://www.fhwa.dot.gov/specialfunding/stp/)

- **CDOT Transportation Alternatives Program (TAP):**
  [https://www.codot.gov/programs/planning/tap-cfp](https://www.codot.gov/programs/planning/tap-cfp)

- **Great Outdoors Colorado Connect Initiative Grants:**

- **Federal Community Connect Grants:**

- **Colorado Broadband Fund:**
  [https://www.colorado.gov/dora-broadband-fund](https://www.colorado.gov/dora-broadband-fund)

- **Colorado Historic Property Preservation Income Tax Credit:**
  [https://www.colorado.gov/pacific/energyoffice/atom/14826](https://www.colorado.gov/pacific/energyoffice/atom/14826)

- **Colorado DOLA Housing Grant & Loan Programs:**
  [https://www.colorado.gov/pacific/dola/grant-loan-programs](https://www.colorado.gov/pacific/dola/grant-loan-programs)

- **USDA Rural Development Community Programs:**
Tax Credits

Tax credits are awarded to eligible participants (such as developers or housing entities) to offset a portion of their federal or state tax liability in exchange for the production or preservation of affordable rental housing. The value associated with the tax credits allows residences in developments to be leased to qualified households at below market rate rents. These tax credits could be instrumental in the development of affordable or attainable housing in Pagosa Springs.

Voter Approved Sales Tax Increase

Many communities across the state (particularly ones with large tourism-based economies) are using sales tax or hospitality tax measures to provide recreation amenities such as trails or to offset the impact of tourism (road paving for example).

RFI/RFP

Testing the potential private sector interest in downtown development can be a useful tool to better understand design needs relative to market conditions, project costs and the expected relationship needed between the Town and a development partner. A Request for Interest (RFI) should focus on exploring “interest” in the project: market alignment, needs for infrastructure, basis of public-private interaction and roles. A Request for Proposal (RFP) would move this forward into a more detailed exploration of the design outcomes, costs and integration of the project with the surroundings. RFI/RFPs would come out of the Town budget.

- Develop an RFI for an affordable or attainable housing development on any Town-owned parcels. Identify extent of developer interest in public-private partnership in creating a development that has a mix of housing choices.
- Develop an RFP for public realm design and planning for the corner of Main Street and Lewis Street.

Design Pathways

Site Planning

When implementing parts of the Comprehensive Plan at a specific site it may be beneficial to study specific project components through site and/or master planning. Through this process, work with selected developer(s) to integrate development proposals seamlessly with existing plans for the area and associated new/improved public open spaces and streets.

Rezoning

Update development policies to address land use and development goals for downtown. In most respects, existing zoning regulations suitably accommodate downtown development envisioned in the plan. Some changes near downtown are recommended (see Areas of Change Summary in the Appendix) in order to bring about desired densities and a greater mix of uses. Current downtown zoning policies that should be continued include allowance of a variety of land uses including multi-family housing, exemptions from the minimum off-street parking requirements that apply in other zoning districts, and allowance for sharing parking among uses with different demand peaks.

Design Guidelines

Design guidelines are desirable to help ensure buildings contribute to the value of surrounding private property and public spaces. Through their design, buildings help make an area a place of community and economic value. Design guidelines intentionally offer greater flexibility than zoning policy, which is important as the different conditions of each site and development may require that certain design guidelines take priority over others, or may require creative solutions. In any case, development projects should be expected to achieve the intent of the design guidelines, even if their means of doing so varies from recommended solutions. Design guidelines could be a helpful tool as part of a
subarea plan for uptown. Design guidelines can be organized into the following sections:

**Urban Form**
- General facade design guidelines – help ensure quality architecture throughout the downtown area.

**Streetscape / Parking**
- Street-specific guidelines – help ensure buildings and sites respond to the unique qualities and roles of different streets.
- Parking design guidelines – help ensure that off-street parking in parking lots or structures does not detract from downtown appearance or walkability.

**Infrastructure Pathways**

**Parking**
Parking in Pagosa Springs can be difficult in the summer. Many other times of the year it is not hard to find parking. Especially for downtown, the goal is to create a parking environment that works during all seasons. Parking changes for these Catalytic Projects can take one of two forms: the number of spots and locations of those spots relative to the area, or pricing parking appropriately. Currently, there is a lot of parking in areas that may not be appropriate and take away from the character of the area, whether downtown or uptown. Rethinking where parking should be relative to the buildings and streetscape can start a conversation about potential new parking locations. Pricing parking, especially during peak periods, can also change transportation behaviors, encourage turnover in parking spaces, and create some revenues for the Town.

**Streetscape**
The streetscape is a vital component of the character of a place. It includes sidewalks, landscaping, street furniture, planters, transit shelters, trash and recycling receptacles, parking meters or kiosks, utility or traffic light poles, and both street and commercial signs. Public investment in an inviting streetscape can be a tool for economic development and revitalization. In the private realm, streetscape requirements for private developments can lead to walkable, inviting neighborhoods that are desirable for new residents or visitors.

**Trails and Walkways**
Trails and walkways not only create safe walking options throughout a neighborhood or area, they become an amenity and attraction themselves. Continuing to expand the trails and walkway system both within Town and in the surrounding area will keep quality of life high for Pagosa residents and continue to attract visitors to enjoy the trails recreationally. These are an infrastructure investment that is usually undertaken by the public sector, often with help from state or federal grants.

**Bridges**
A new bridge is a complex infrastructure investment. However, any kind of expansion of or major development proximal to downtown, including some of the Catalytic Projects, may require an upgrade of the existing bridge at Hot Springs Boulevard or a new bridge at 5th Street. These improvements would be undertaken through public-private partnership but will affect abutting properties and impact commuters and travelers during construction.

**Broadband**
Faster internet services came up during the Comprehensive Planning process many times. Many perceive it to be a barrier for businesses and remote workers. An investment in broadband would boost quality of life for residents and perhaps act as an economic development tool for small businesses that rely on consistently fast service.
Partnerships

**Business Owners**
**(Downtown or Town-wide)**
Any major plans for the downtown area should involve current business owners. Changes would likely affect them more than other residents and businesses, and these individuals will have key perspectives and ideas for any plans or changes. Likewise, any changes to the business climate, taxes or other incentives should involve business owners.

**Community Engagement**
Many projects meet success when there is consistent, transparent community involvement from start to finish. For a public project, community members contribute ideas or have perspectives that staff had not otherwise considered. For private projects, developers can listen to comments and better understand how their projects may affect the community.

Town Leadership

**Planning**
The Planning Department is likely to lead when the project involves a regulatory land use process. For capital projects the Planning Department may also have a leading voice.

**Public Works**
The Public Works Department is likely to lead when the project involves an infrastructure component or a capital improvement.

**Town Administration**
Overall coordination of Town Council directives with Town staff activities, capital improvement planning and annual budget allocations.

**Town Council**
The Town Council is likely to lead when a project involves a regulatory, statutory or budgetary appropriation.

**Special Projects Department**
The Special Projects Department will likely be involved with sourcing grant funding, developing project scope, coordinating bid process and conducting construction/project management.
**Project #1: Redevelopment at Corner of Lewis Street and Main Street**

A fire burned down the previous building at this location in late 2016. The building housed more than fifteen tenants and was on a corner lot in the Historic District. This site was identified in the Comprehensive Plan process as a cornerstone to downtown improvement.

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
<th>Key Players</th>
<th>Expected Costs</th>
<th>Timeline</th>
<th>Implementation Pathways</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>New building on site</strong></td>
<td>Work with existing property owner to build new mixed-use project on site</td>
<td>Private Sector, Planning Commission, Historic Preservation Board, Planning Staff, Town Council</td>
<td>Minimal cost from Town unless Town partners with developer for infrastructure upgrades</td>
<td>0-5 Years</td>
<td>TIF District (if created)</td>
</tr>
<tr>
<td><strong>Adjacent urban design components</strong></td>
<td>Activate the corner of Lewis and Main Street with a mini-plaza, public art, and/or landscaping the brick bell tower area which is currently a parking lot Relocate parking to back of building or other location within walking distance</td>
<td>Planning Staff, Planning Commission, Historic Preservation Board</td>
<td>$$</td>
<td>0-5 years</td>
<td>CIP, TIF (if created), Grants (for Art or Historic Preservation), RFI/RFP</td>
</tr>
</tbody>
</table>

**Cost Key**
$ - Less than $50k  
$$ - Between $50k and $200k  
$$$ - Between $200k and $500k  
$$$$ - Over $500k
Project #2: A walkable mixed-use development on the Spring Partners site in Downtown

A large parcel of land sits vacant across the river from the historic Pagosa Street. It is currently owned by a company that is planning to develop it in the near future. Because this Comprehensive Plan emphasizes both residential and commercial development close to Town, the re-development of this site could be a true catalyst towards meeting some of the goals of this plan. Partnering with the developers to create an outcome that is good for both the private and public sectors would be an ideal scenario.

<table>
<thead>
<tr>
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<th>Timeline</th>
<th>Implementation Pathways</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Private realm</strong></td>
<td>This includes the design and eventual construction of buildings on the currently vacant property across the river from Pagosa Street and along the west side of Hot Springs Boulevard</td>
<td>Private Sector, Planning Commission, Planning Staff</td>
<td>Minimal cost from Town unless Town partners with developer for infrastructure upgrades</td>
<td>0–5 Years</td>
<td>TIF District (if created)</td>
</tr>
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| | | | | | Parking, Streetscape, Streets, Bridge | Community Engagement | Planning |

| **Public realm** | This includes any street or walkway connections, quasi-public space and/or infrastructure upgrades necessary for the development such as a bridge | Town Staff, Planning Commission, Historic Preservation Board | $$$–$$$$ | 0–5 years | CIP, TIF (if created), Grants (for Art or Historic Preservation), RFI/RFP | Site Planning, Rezoning | Streetscape, Bridge, Trails and Walkways | Community Engagement | Town Administration, Special Projects, Planning, Public Works |

**Cost Key**

- $ - Less than $50k
- $$ - Between $50k and $200k
- $$$ - Between $200k and $500k
- $$$$ - Over $500k
Project #3: A Subarea Plan for Uptown

During the Comprehensive Plan process, many residents expressed the desire for a “sense of place” in the Uptown area—something more than a commercial strip along Highway 160. A Catalytic Project for this area could be a subarea plan that develops a “sense of place” for this area in more detail. A subarea plan is a type of long range plan prepared for a limited geographic area within a community. These can be focused on neighborhoods, corridors, downtowns or special districts. Subarea plans are generally consistent with a comprehensive plan, but typically provide a higher level of detail in the analysis and recommendations.

<table>
<thead>
<tr>
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<th>Timeline</th>
<th>Implementation Pathways</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subarea Plan</td>
<td>A planning document that describes detailed policies, design guidelines, and recommendations for the Uptown area</td>
<td>Planning Commission, Planning Staff</td>
<td>$</td>
<td>0-5 Years</td>
<td>RFI/RFP</td>
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<td>Community Engagement</td>
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<td>Planning</td>
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**Cost Key**

$ - Less than $50k  
$$ - Between $50k and $200k  
$$ - Between $200k and $500k  
$$$$ - Over $500k
A major component of this Comprehensive Plan is attracting and retaining small businesses by fostering a Town culture and set of policies that is supportive to them. Future economic vitality requires supporting local businesses as well as attracting well-suited businesses to relocate to the community.

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
<th>Key Players</th>
<th>Expected Costs</th>
<th>Timeline</th>
<th>Implementation Pathways</th>
</tr>
</thead>
<tbody>
<tr>
<td>A new small business</td>
<td>The creation or attraction of a new small business with at least 25 employees, possibly related to tourism or the outdoor industry.</td>
<td>Town Council, Archuleta County, Business Owners, Community Development Corporation</td>
<td>Minimal cost from Town unless Town partners on infrastructure upgrades</td>
<td>0–10 Years</td>
<td>Grants, Broadband, Business Owners, Community Development Corporation, Town Council, Town Administration</td>
</tr>
</tbody>
</table>

**Cost Key**
- $ - Less than $50k
- $$ - Between $50k and $200k
- $$$ - Between $200k and $500k
- $$$$ - Over $500k
Project #5: An Affordable/Attainable Housing Development

A major component of this Comprehensive Plan is laying the foundation for more housing choices for existing and future residents. The creation of a specific development that is either partially or fully slated for affordable or attainable housing would be a major accomplishment towards the housing goals of this Comprehensive Plan. This table provides two paths for this project—one spurred by the private sector and one spurred by the public sector.

<table>
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<tr>
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</tr>
</thead>
</table>
| **Ten or more units of affordable/attainable housing on private land** | A housing development where units are priced at affordable/attainable ranges. | Housing Agency, Town Council, Private Sector | Minimal cost from Town unless Town partners on infrastructure upgrades or waives impact or tap fees | 5–10 Years | Funding: Grants, Tax Credits  
Design: Site Planning  
Infrastructure:  
Partnerships: Community Engagement, Housing Oversight Organization  
Town Leadership: Town Council, Planning |
| **Ten or more units of affordable/attainable housing on Town-owned land** | Identify potential appropriate parcels that Town currently owns or can purchase Work with developer to develop appropriate housing development by offering land as an incentive | Planning Department, Town Council, Town Administration | $$$-$$ (if land needs to be purchased) | 5–10 Years | Funding: Grants, CIP  
Design: Site Planning  
Infrastructure: Parking, Streetscape (unless done by developer)  
Partnerships: Community Engagement, Housing Oversight Organization  
Town Leadership: Town Council, Town Administration, Planning |

Cost Key

- $ - Less than $50k
- $$ - Between $50k and $200k
- $$$ - Between $200k and $500k
- $$$ - Over $500k
The Town to Lakes Commuter Trail is an important non-motorized connection between the various neighborhoods and destinations in Pagosa Springs and the surrounding area. Not only could it reduce congestion on Highway 160, it will provide a local and regional amenity for recreation and transportation. Filling the gaps in the trail is a key project to making this a reality.

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>A completed trail between Uptown and Downtown</td>
<td>A few small design-build projects to fill the gaps in the existing trail. Signage and wayfinding for the trail.</td>
<td>Planning, Public Works, Tourism</td>
<td>$$$-$$$$</td>
<td>0–5 Years</td>
<td>Funding: Grants, CIP, Voter approved sales tax increase; Design: Site Planning; Infrastructure: Trails and Walkways; Partnerships: Community Engagement; Town Leadership: Planning, Special Projects</td>
</tr>
</tbody>
</table>

**Cost Key**
- $ - Less than $50k
- $$ - Between $50k and $200k
- $$$ - Between $200k and $500k
- $$ $$ - Over $500k
Project #7: The Establishment of a Recreation Center or District

A recreation center has been a desire for community residents for many years and funding should be considered on a county-wide level since such facility would serve both Town and County residents. Providing amenities that are not available in the PLPOA recreation center will be important. The town currently offers some of the recreation programs and most of the recreation amenities that serve County and Town residents. Distributing the costs of recreation by creating a recreation district is a logical solution for the recreational needs of our entire community.

<table>
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</tr>
</thead>
</table>
| Recreation Center | A new facility or an addition to the Community Center, open to all residents and visitors | Town Council, Planning, Parks and Recreation | $5--$500k | 5--10 Years | Funding: Grants, CIP, Sales Tax, Mill Levy  
Design: Site Planning, Rezoning  
Infrastructure: Parking  
Partnerships: Community Engagement  
Town Leadership: Town Council, Town Administration, Parks and Recreation |
| Recreation District | An entity, possibly including surrounding Archuleta County, that provides recreation amenities and programming | Archuleta County, Town Council, Town Administration, Parks and Recreation | $5--$500k | 0--5 Years | Funding: Tax/Mill Levy  
Design: Community Engagement  
Infrastructure: Community Engagement  
Partnerships: Town Council, Town Administration, Parks and Recreation |

Cost Key

$ - Less than $50k
$$ - Between $50k and $200k
$$-$$ - Between $200k and $500k
$$$$ - Between $500k and $1,000k
$$$$ - Over $1,000k
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